

Cuyahoga Valley Career Center

Skills for Life

Strategic Plan

Version 7.0 | October 2, 2024

2024 – 2029

Originated: June 22, 2018



Mission Statement:

Cuyahoga Valley Career Center prepares youth and adults to enter, compete, advance, and lead in an ever-changing world of work, college, and careers.

Vision Statement:

Cuyahoga Valley Career Center (CVCC) is constant in our commitment to provide high quality career technical education to individuals in our communities. Meeting the training needs of our community requires an in-depth understanding of the workforce needs of local businesses and industries. Our students are our customers; therefore, we will ensure our business and industry backed career technical offerings align with their career aspirations. A balanced offering of programs, available to a diverse population of high school and adult students, will ensure CVCC is meeting the training needs of our communities now and into the future.

Board of Education:

CVCC's Board of Education is comprised of delegates from each of our eight associate school districts plus a rotating member serving a one-year term. The School Board aims to be responsive to the needs and concerns of community members.

Rachel Malec

Gary Suchocki

Ashley Thomas, Vice President

Linda O'Neill

James E. Virost

Jacquelyn A. Arendt, President

Jennifer Burke

Robert Felber

Rhonda Crawford

Brecksville-Broadview Heights

Cuyahoga Heights

Garfield Heights

Independence

Nordonia Hills

North Royalton

Revere

Twinsburg

Twinsburg (Rotating)

Strategic Planning Key Committee:

Cuyahoga Valley Career Center's Strategic Planning Key Committee is composed of seventeen members, a facilitator, and a recorder. The key committee reviewed the research and data collected from numerous sources from Northeast Ohio concentrated in Cuyahoga and Summit counties. After the data review, the key committee analyzed the strengths, weaknesses, opportunities, and threats to the operations at Cuyahoga Valley Career Center, and constructed three organizational goals. The goals will drive the decision-making in the district and provide guidance when allocating resources. The key committee will continue to meet and create action steps, set timelines, analyze data, measure progress, and evaluate goals on an annual basis.

Key Committee Members:

Facilitator: Marcy Green, Recorder: Mindy Jencson, Members: Jacquelyn Arendt, Rick Berdine, Terri Lynn Brosseau, Kelli Casini, Diane Duryea, Mike Hall, Sandra Leech, Kyle Livengood, Joe Lupia, Dave Mangas, Jeremy McCleary, Michael McDade, Michele Nakonieczny, Makayla Robertson, Chuck Russo, Vicki Vachon and Dan Zezena

Purpose:

The Strategic Plan's purpose is to guide CVCC's work five years into the future. The Strategic Plan is designed to allow stakeholders to provide notes and ideas to ensure Cuyahoga Valley Career Center and our plan remain relevant.

Organizational Goals:

- Enhance and expand career technical opportunities for all students.
- Create clear career technical program pathways.
- Communicate effectively and efficiently.

Superintendent's Charge:

Quality Instruction: As superintendent, I will work to ensure instruction is meeting the needs within our communities and that our students are prepared for their futures. CVCC will continue to strengthen connections between our courses and earning college credit, gaining certificates/licenses, participating in work-based learning, and developing leadership skills through student organizations.

Community Involvement: As Superintendent, I will ensure CVCC staff members are active participants in the communities we serve. This includes charity work, nonprofit involvement, and participation in community events. CVCC will have outstanding collaborative relationships with our partner districts.

Fiscal Responsibility: As Superintendent, I will be a good steward of CVCC's funds. CVCC will continue to have an innovative facility and cutting-edge technology while striving to maintain an annual cash balance floor of \$18 million. "The Road Map to the Future" will be utilized to plan for potential enrichments in instruction, technology, facilities, equipment, and staffing. These enrichments will be initiated when the cash balance exceeds the floor.

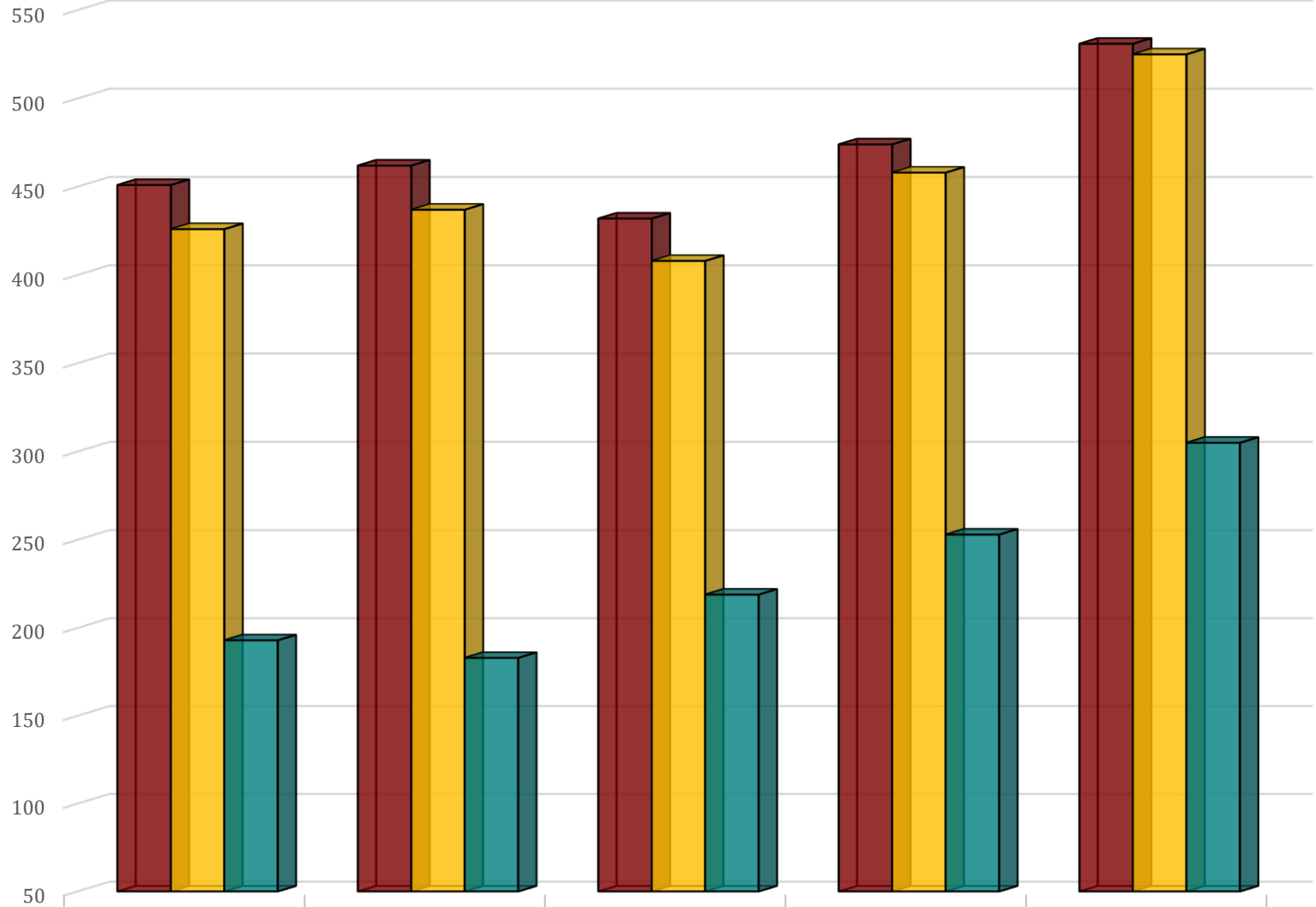


Strategic Goal 1: *Enhance and expand career technical opportunities for all students.*

Strategy 1: Enhance Student Outcomes on Certificate/License Assessments				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Increase Student Participation	Incorporate Outcomes into Course Expectations	Counselors/ Teachers	Program and District Participation Numbers	Annual Review
Increase Student Attainment	Incorporate Outcomes into Course Expectations	Counselors/ Teachers	Program and District Attainment Numbers	Annual Review

Notes:

Goal 1, Strategy 1: Certificate/License Assessments



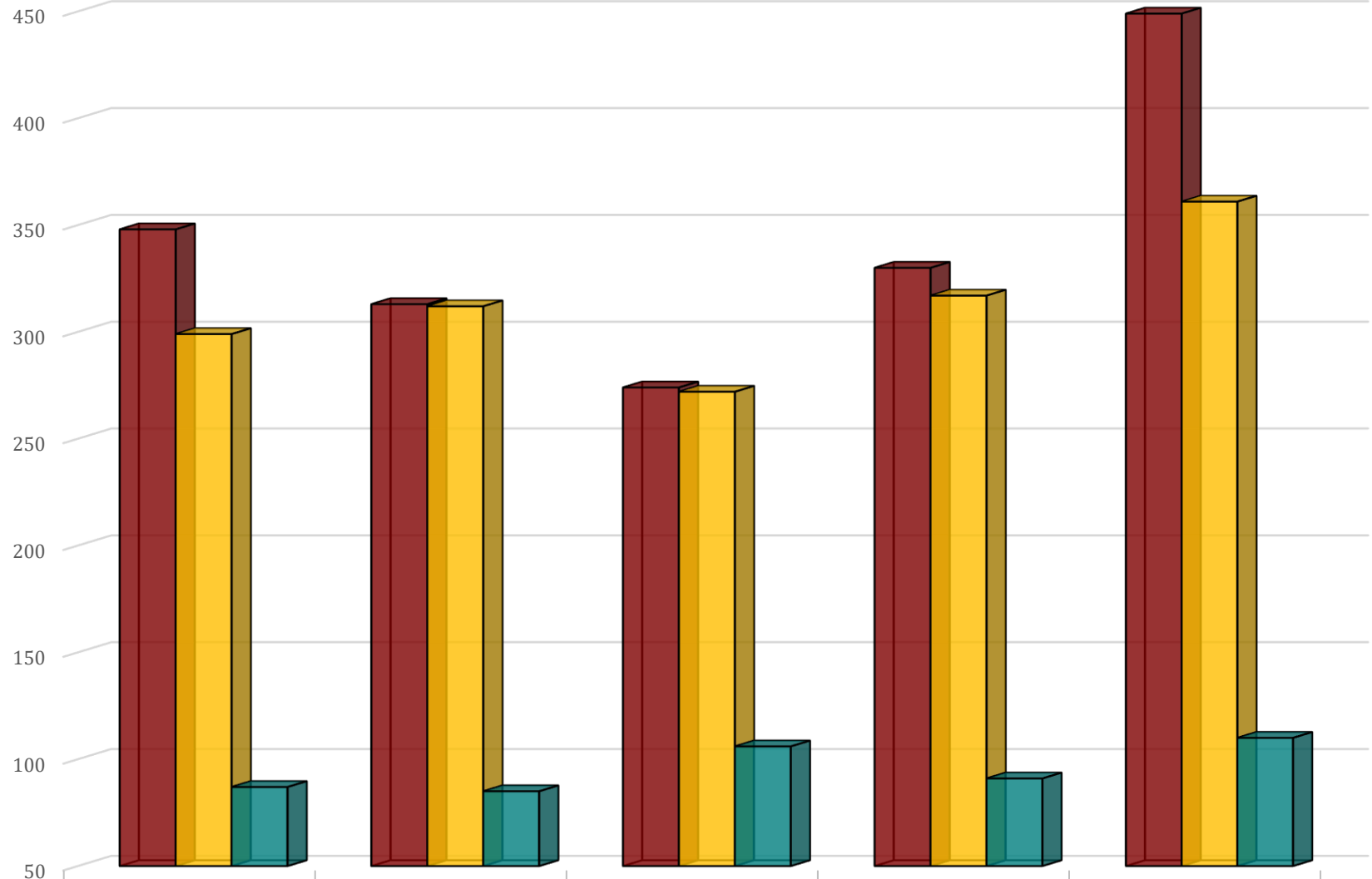
	2020	2021	2022	2023	2024
Attempted Certificate/Licensure Exam	451	462	432	474	531
Earned Certificate/License	426	437	408	458	525
Earned 12 Points	193	183	219	253	305

Strategic Goal 1: Enhance and expand career technical opportunities for all students.

Strategy 2: Enhance and Expand Career Technical Student Organizations (CTSO)				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Increase Student Participation	Create a school culture promoting CTSO	CVCC Staff	Participation Numbers	Annual Review
Increase Resources to Support	Earmark funds for PD, Equipment, and Supplies	Administration	Fiscal Budget	2024-2029
Increase Staff Participation	Create a school culture promoting CTSO	Administration/ Teachers	Staff Involvement	2024-2029

Notes:

Goal 1, Strategy 2: Career Technical Student Organizations



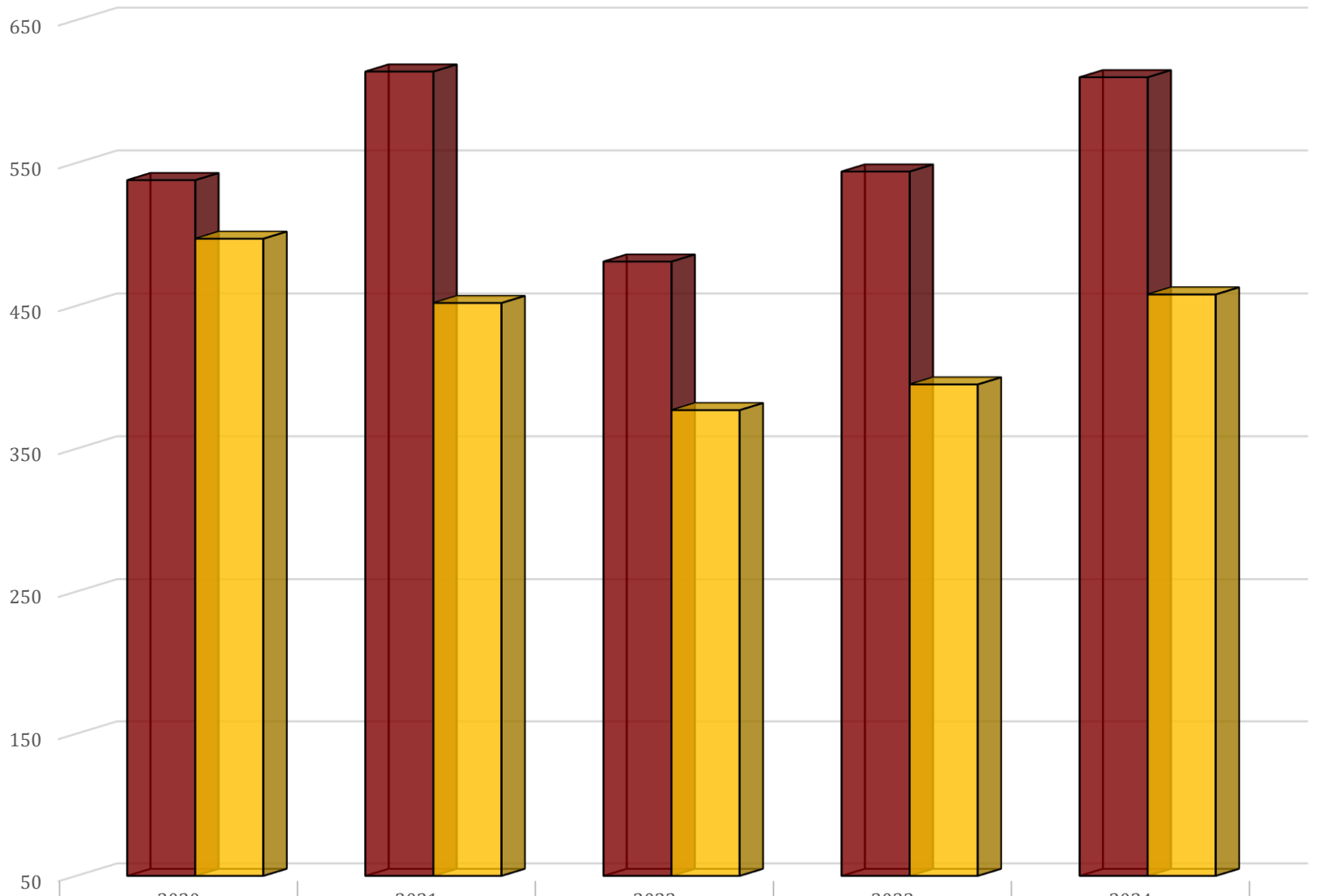
	2020	2021	2022	2023	2024
Membership/Participation	348	313	274	330	449
Participated in Competition	299	312	272	317	361
Placed in Competition	87	85	106	91	110

Strategic Goal 1: Enhance and expand career technical opportunities for all students.

Strategy 3: Maximize Student Retention				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Create earlier Positive Experience in Programs	Incorporate Hands-on and Work-based Learning	Teachers	Program and District Retention/ Survey	Annual Review
Ensure Proper Placement	Review Application Process	Administration/ Counselors	Program Applications/ Survey	Annual Review
Open Avenues/ Remove Barriers for Students to Attend CVCC	Career Advising, Recruitment, and Student Requirements	CVCC Staff	Program Applications/ Survey	Annual Review
Create Tiered Programming	Research Cluster Programming	Administration	New Program Offerings/ Program and District Retention	2024-2029
Create New Programming	Research Training Gaps in Communities	Administration/ Teachers	New Programs Offering	2024-2029

Notes:

Goal 1, Strategy 3: Student Retention



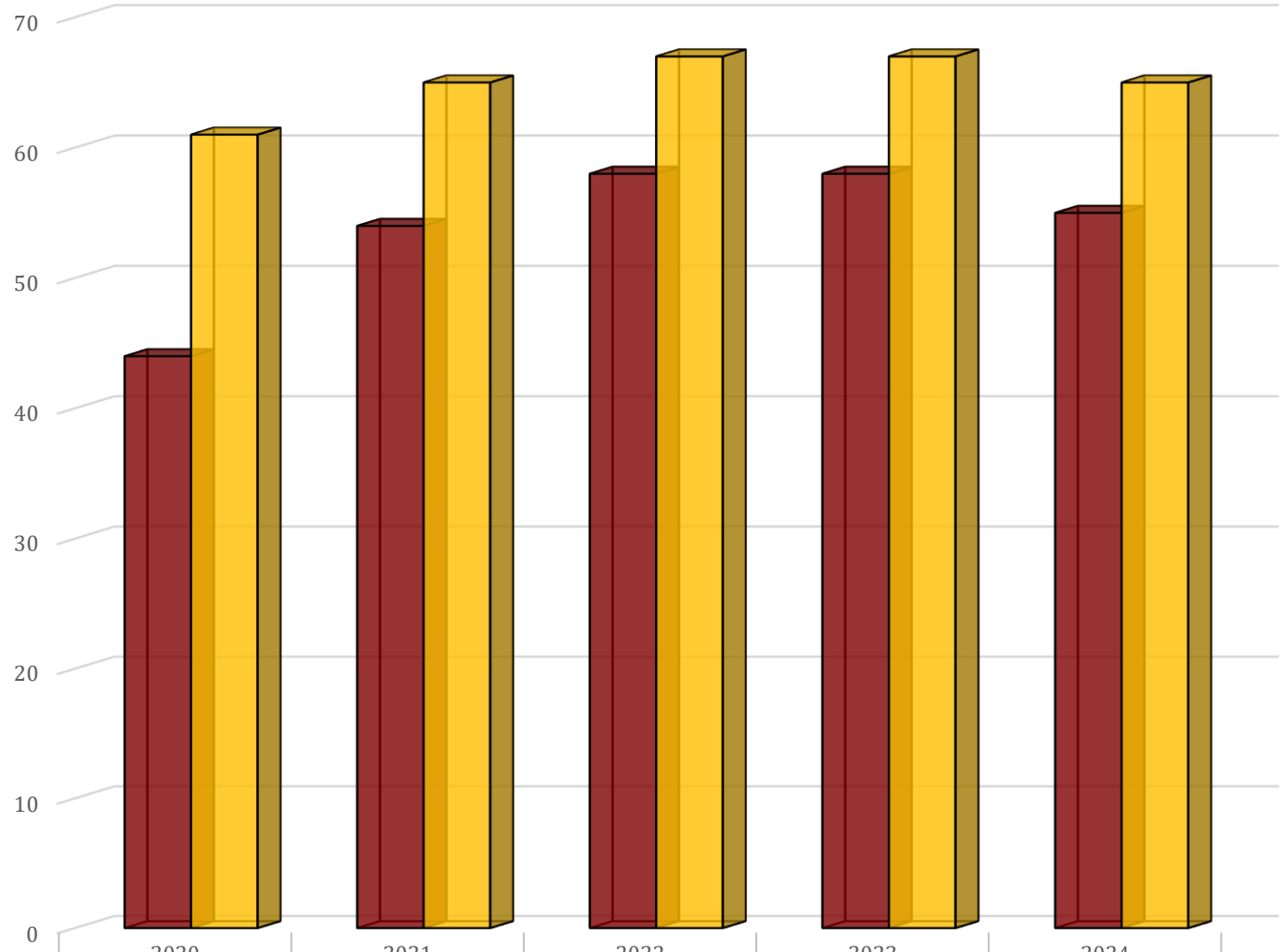
	2020	2021	2022	2023	2024
# Enrolled in CT Program	538	614	481	544	610
# of Completers in CT Program	497	452	377	395	458

Strategic Goal 2: *Create clear career technical program pathways.*

Strategy 1: Identify and Create College Options				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Align Career Technical Credit Transfer (CT ²)	Align CT ² with Course Offerings	Administrators/ Counselors/ Teachers	CT ² Numbers	Annual Review
Align Local Articulation Agreements	Work with Colleges, Apprenticeships, and Industry to Align Options	Administrators/ Counselors/ Teachers	Articulation Numbers	Annual Review

Notes:

Goal 2, Strategy 1: College Options



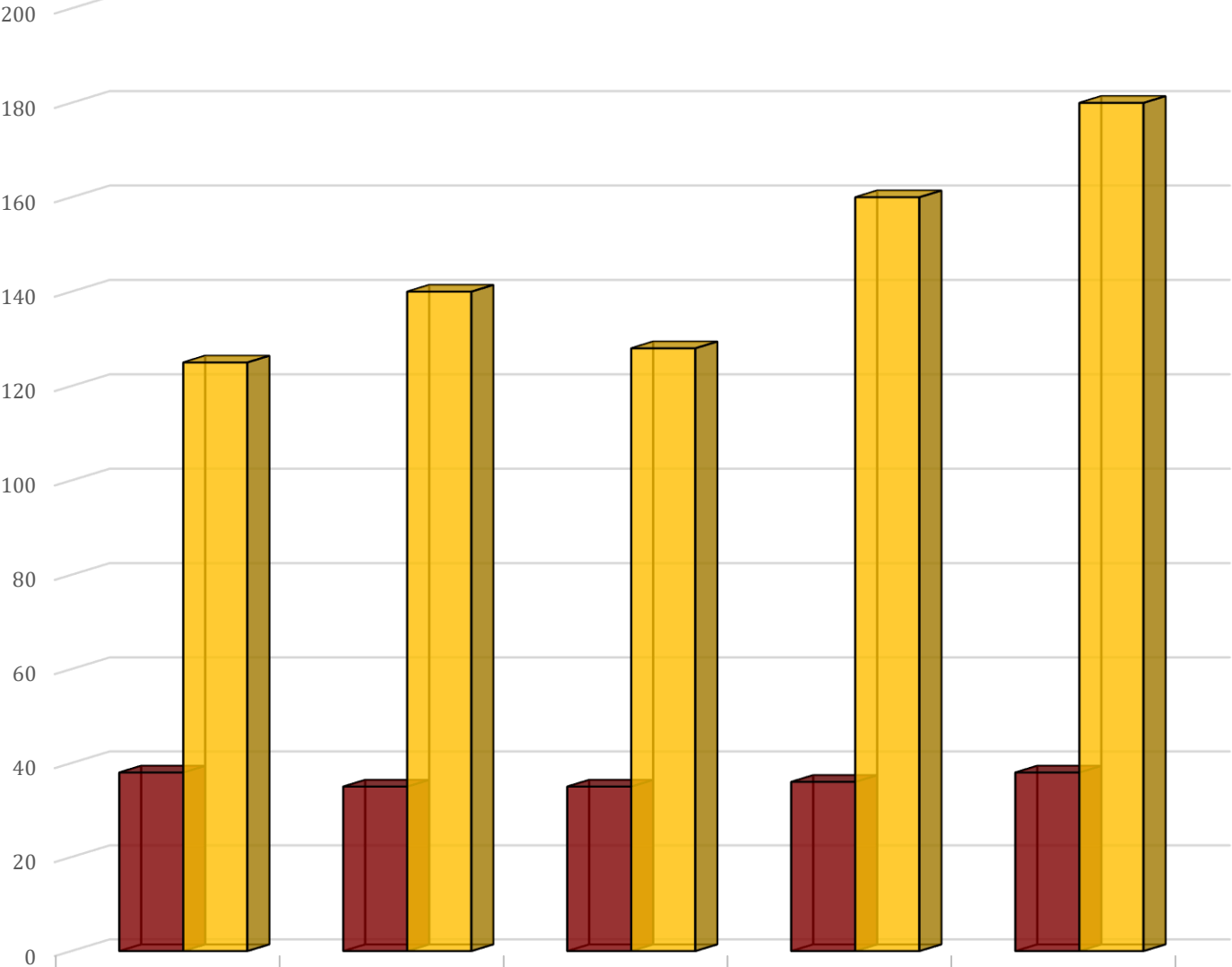
# of Aligned Career Technical Credit Transfers (CT2)	44	54	58	58	55
# of Aligned Local Articulation Agreements	61	65	67	67	65

Strategic Goal 2: *Create clear career technical program pathways.*

Strategy 2: Identify and Create Certificate/Licensure Opportunities				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Add Certificate/ Licensure Options	Review Programs and Alignment	Administrators/ Counselors/ Teachers	Program and District Numbers	Annual Review
Publish Certificate/ Licensure Opportunities	Create Program Profile	Administrators/ Counselors/ Teachers	Programs with Profiles	2024-2029

Notes:

Goal 2, Strategy 2: Certificate/Licensure Opportunities



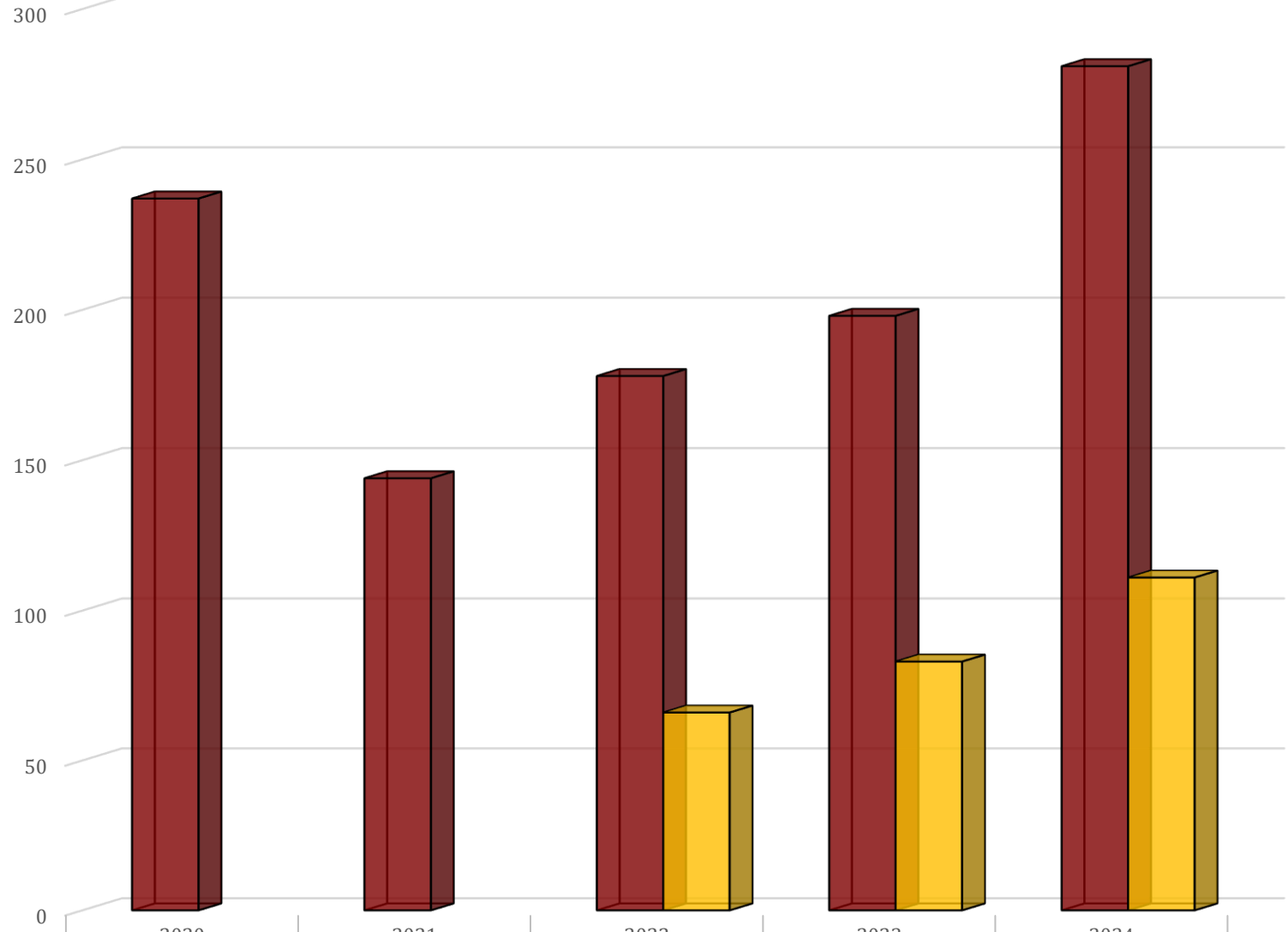
# of Programs with Certificates/Licensures Available	2020	2021	2022	2023	2024
# of Total Certificates/Licensures Available	38	35	35	36	38
	125	140	128	160	180

Strategic Goal 2: *Create clear career technical program pathways.*

Strategy 3: Promote Work-Based Learning				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Increase Student Participation in Work-Based Learning	Work with Industry to Identify	CVCC Staff	Work-Based Learning Numbers	Annual Review
Expand Student Knowledge of Career Opportunities	Research/ Presentations/ Create Culture	CVCC Staff	Professional Development/ Survey	2024-2029

Notes:

Goal 2, Strategy 3: Work-Based Learning Participation



# Participated in Work-Based Learning	237	144	178	198	281
# Attained 250 Hrs. Work-Based Learning	N/A	N/A	66	83	111

Strategic Goal 2: *Create clear career technical program pathways.*

Strategy 4: Identify Success Stories				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Create Outstanding Student Profiles	Capture Stories of 2 nd Year Students	Teachers/ Media Specialist	Program Profiles	2024-2029
Publish Former Student Success Stories	Create Success Stories on CVCC Alumni	Teachers/ Media Specialist	Program Profiles	2024-2029

Notes:

Strategic Goal 3: *Communicate effectively and efficiently.*

Strategy 1: Internal Communication				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Establish Staff Meeting Feature	Presentation from Departments & Programs	CVCC Staff	Meeting Agenda	2024-2029
Create Additional Staff Communications	System of Updates Utilizing Multiple Methods	Administration	Communication/ Survey	2024-2029
Conduct Staff Survey	Annual Staff Survey	Administration	Survey	Annual Review

Notes:

Strategic Goal 3: *Communicate effectively and efficiently.*

Strategy 2: Marketing				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Establish a Consistent Message	Develop Common Threads for All Messaging	Administration/ Media Specialist	Marketing Plan Vision Statement	Annual Review
Create New Marketing Plan	Create Plan that Allocates Resources	Administration	Development of Plan	2024-2029
Diversify Marketing Media	Flyers/ Brochures/ Videos	CVCC Staff	Development of Media/ Survey	2024-2029
Enhance Online Content	Utilize Website/ Social Media/ Mobile App/ Email	Information Technology/ Media Specialist	Development of Content/ Usage Data	2024-2029
Distribution	Deliver Marketing to Audience	Media Specialist	Delivery Methods Used and Identified Audience	2024-2029

Notes:

Strategic Goal 3: *Communicate effectively and efficiently.*

Strategy 3: Community Presence				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Increase Presence in Communities	Attend Events/ Meetings/ Community Service Activities	CVCC Staff	Calendars and Positive News	2024-2029

Notes:



Five-Year Academic Plan:

CVCC Academic Plan is designed to enhance and expand the learning environment to prepare youth and adults according to the CVCC mission statement. The plan will monitor and address curriculum, instruction, and support necessary to provide a high-quality educational experience.

Academic Fiscal Year 2024	
District	Actual \$0
High School	Actual \$48,882
Adult Education	Actual \$0
FY24 Total	Actual \$48,822
Academic Fiscal Year 2025	
District	\$158,231
High School	\$52,646
Adult Education	\$20,000
FY25 Total	\$230,877
Academic Fiscal Year 2026	
District	\$83,441
High School	\$1,373,641
Adult Education	\$126,734
FY26 Total	\$1,583,816
Academic Fiscal Year 2027	
District	\$0
High School	\$0
Adult Education	\$249,121
FY27 Total	\$249,121
Academic Fiscal Year 2028	
District	\$112,080
High School	\$250,000
Adult Education	\$156,734
FY28 Total	\$518,814



Five-Year Technology Plan:

CVCC Technology Plan is designed to ensure our learning environment has the technology necessary for student learning and teacher instruction at the highest levels. The plan will monitor and address our network, equipment, software, data storage, and online resources in a manner that maximizes the utilization of our resources while ensuring high quality user support.

Technology Fiscal Year 2024	
Network Upgrades	Actual \$57,000
Classroom Technology	Actual \$71,009
Program Upgrades	Actual \$59,365
Staff Computer Upgrades	Actual \$74,387
Chromebook Refresh	Actual \$93,745
FY24 Total	Actual \$355,506
Technology Fiscal Year 2025	
Network Upgrades	\$100,000
Classroom Technology	\$125,000
Program Upgrades	\$0
Staff Computer Upgrade	\$50,000
FY25 Total	\$275,000
Technology Fiscal Year 2026	
Network Upgrades	\$125,000
Classroom Technology	\$100,000
Program Upgrades	\$225,000
Staff Computer Upgrades	\$0
FY26 Total	\$450,000
Technology Fiscal Year 2027	
Network Upgrades	\$65,000
Classroom Technology	\$100,000
Program Upgrades	\$0
Chromebook Refresh	\$55,000
Staff Computer Upgrades	\$20,000
FY27 Total	\$240,000
Technology Fiscal Year 2028	
Network Upgrades	\$65,000
Classroom Technology	\$50,000
Program Upgrades	\$75,000
Staff Computer Upgrades	\$20,000
Chromebook Refresh	\$55,000
FY28 Total	\$265,000



Five-Year Facilities Plan:

CVCC Facilities Plan is designed to ensure our learning environment is updated and safe. The plan will monitor and address our building and grounds structure, appearance, maintenance, and safety. Upkeep on our facility will ensure student learning and teacher instruction at the highest levels. Utilizing a proactive approach, issues will be addressed as appropriate within the budget and instructional needs.

Facility Fiscal Year 2024	
Exterior Projects	Actual \$1,959,285
Interior Projects	Actual \$215,058
Instructional Space Upgrades	Actual \$56,061
FY24 Total	Actual \$2,230,404
Facility Fiscal Year 2025	
Exterior Projects	\$4,725,000
Interior Projects	\$25,000
Instructional Space Upgrades	\$450,000
FY25 Total	\$5,200,000
Facility Fiscal Year 2026	
Exterior Projects	\$3,020,000
Interior Projects	\$150,000
Instructional Space Upgrades	\$450,000
FY26 Total	\$3,620,000
Facility Fiscal Year 2027	
Exterior Projects	\$3,045,000
Interior Projects	\$28,000
Instructional Space Upgrades	\$75,000
FY27 Total	\$3,148,000
Facility Fiscal Year 2028	
Exterior Projects	\$1,180,000
Interior Projects	\$1,225,000
Instructional Space Upgrades	\$75,000
FY28 Total	\$2,480,000



Five-Year Forecast:

CVCC’s Five-Year Forecast is created by Treasurer Rick Berdine and updated in November and May. The data provided is from the May 2024 forecast and June 2024 Monthly Financial Report. The five-year forecast serves as a tool to assess the financial health of our school district. The requirements of the forecast are detailed in Ohio Revised Code 5705.391 and Ohio Administrative Code 3301-92-04. Our five-year forecast contains two components:

1. Historical and projected financial data.
2. Notes to explain any significant changes or “assumptions” the District used to develop the reported financial projections.

For the full five-year forecast visit:

<https://cvccworks.edu/district/financial-information/5-year-forecast/>

Fiscal Year 2024		
Revenue	Actual	\$19,338,232
Expenses	Actual	\$19,509,446
Cash Balance	Actual	\$19,489,971
Fiscal Year 2025		
Revenue		\$20,732,713
Expenses		\$19,170,719
Cash Balance		\$20,585,199
Fiscal Year 2026		
Revenue		\$21,291,089
Expenses		\$19,229,053
Cash Balance		\$22,647,235
Fiscal Year 2027		
Revenue		\$21,420,337
Expenses		\$18,616,327
Cash Balance		\$25,451,240
Fiscal Year 2028		
Revenue		\$21,796,682
Expenses		\$22,218,652
Cash Balance		\$25,029,270